Retirement Date	Director	Other Directorships
1992	**H. Maxwell** Chairman of the Executive Committee Philip Morris Companies Inc. Training/Experience marketing	America-European Community Association - **$170,000** American Friends of Cambridge University Bankers Trust Company Bankers Trust New York Corporation Foreign Policy Association Insititue for Advanced Study New York Public Library - **$75,920** The New York Society for International Affairs, Inc. - **$10,000** The News Corporation Norton Gallery Overseers Cornell University Medical Center

Retirement Date	Director	Other Directorships
1994	**J. A. Cordido-Freytes, Ph.D.** Member Betancourt, Cordido & Associates, Caracas, Venezuela, Attorneys; President C.A. Tabacalera Nacional Training/Experience law, education	None

Retirement Date	Director	Other Directorships
1994	**T. J. Moore, Jr.** Counsel Hunton & Williams Attorneys-at-Law (Formerly Chairman & CEO Dominion Resources, Inc., now retired) Training/Experience law, utilities	Central Fidelity Banks, Inc. Colonial Williamsburg Foundation (Trustee) - **$63,000** Dominion Resources, Inc. Enron/Dominion Cogen Corp. GTE Corporation Richmond Renaissance Incorporated - **$30,000** Virginia Foundation for Independent Colleges (Trustee)

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Source: https://www.industrydocuments.ucsf.edu/docs/zyvl0000

Retirement Date	Director	Other Directorships
1995	**P. W. Douglas** Retired Chairman & CEO The Pittston Company Training/Experience economics, finance	George C. Marshall Foundation (Trustee) Holmes Protection Group International Center for the Disabled (Trustee) - **$7,500** MacMillan Bloedel Ltd. (Vancouver) New York Life Insurance Company Phelps-Dodge Corporation St. Lukes Roosevelt Hospital (Trustee) United States Trust Corporation & United States Trust Co. of New York

Date	Director	Other Directorships
1996	**H. Brown, Ph.D.** AMAX, Inc. Counselor Center for Strategic and International Studies (CSIS); Partner, Warburg, Pincus and Company (Formerly: Chairman, Foreign Policy Institute The Johns Hopkins University School of Advanced International Studies; U.S. Secretary of Defense; General Partner, Warburg, Pincus & Company) Training/Experience physics, university administration, military research, government	Arnold and Mabel Beckman Foundation California Institute of Technology (Trustee) CBS, Inc. Cummins Engine Co., Inc. Evergreen Holdings, Inc. IBM Corporation Mattel Inc. Rand Corporation (Trustee) Trilateral Commission (North America)

Retirement Date	Director	Other Directorships
1996	**J. M. Richman** Counsel Wachtell, Lipton, Rosen & Katz Attorneys-at-law (Formerly Chairman and CEO) Kraft General Foods) Training/Experience law, food manufacturing, marketing	Continental Bank Corporation Continental Bank N.A. Evanston Hospital Corporation - **$25,000** The Johnson Foundation Northwestern University (Trustee) - **$78,000** R.R. Donnelley & Sons Company USX Corporation

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Source: https://www.industrydocuments.ucsf.edu/docs/zyvl0000

Retirement Date	Director	Other Directorships
1997	**H. G. Storr** Executive Vice President & Chief Financial Officer Philip Morris Companies Inc. Chairman & CEO Philip Morris Capital Corporation Training/Experience finance, accounting	Chemical Bank (Advisory Board) International Tennis Hall of Fame - **$80,000** (Director & Treasurer) Klingelnberg Corporation

Retirement Date	Director	Other Directorships
1998	**R. E. R. Huntley** Counsel Hunton & Williams (Formerly: President, Washington and Lee University Dean of Law School, Washington and Lee University) Training/Experience law, education, catalog sales	Richmond Renaissance - **$30,000** Sprint Union Theological Seminary (Member, Board of Trustees) Virginia Foundation for Independent Colleges (Trustee) Virginia Historical Society (Trustee) - **$110,000**

Retirement Date	Director	Other Directorships
1999	**J. D. Nichols** Chairman & CEO Illinois Tool Works (Formerly: Executive Vice President and COO Aerojet-General Corp.; Director, Financial Controls ITT Corporation) Training/Experience manufacturing	Argonne National Laboratory Art Institute of Chicago - **$265,000** Business Roundtable Chicago Symphony Orchestra - **$40,000** Household International Corporation Junior Achievement of Chicago - **$100,000** Lyric Opera of Chicago - **$146,000** Museum of Science and Industry - **$55,000** Rockwell International Corporation Stone Container Corporation University of Chicago (Trustee)

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Source: https://www.industrydocuments.ucsf.edu/docs/zyvl0000

Retirement Date	Director	Other Directorships
2000	**M. H. Bring** Senior Vice President & General Counsel Philip Morris Companies Inc. (Formerly: Senior Partner, Arnold & Porter) Training/Experience law, government	Lawyers' Committee for Civil Rights Under Law - **$12,500** The Legal Aid Society - **$10,000** New York City Opera Co. - **$100,000** New York Law Center Foundation Whitney Museum of American Art (Trustee) - **$137,920**

Retirement Date	Director	Other Directorships
2000	**W. H. Donaldson** Chairman & CEO New York Stock Exchange, Inc. (Formerly: Dean of the Graduate School of Management of Yale University William S. Beinecke Professor in Management Studies Counsel to the Vice President of the United States U.S. Undersecretary of State Co-founder, Chairman and CEO Donaldson, Lufkin & Jenrette, Inc.) Training/Experience finance, education, management, government	Aetna Life & Casualty Co. Business Council of the State of New York Carnegie Endowment for World Peace Council on Foreign Relations Honeywell, Inc. Lincoln Center for the Performing Arts, Inc. - **$350,920** Marine Corps Command & Staff College (Trustee) National Executive Service Corps - **$2,500** New York City Partnership - **$87,500** St. Lawrence University (Trustee)

Retirement Date	Director	Other Directorships
2000	**K. R. Murdoch** Chairman & CEO The News Corporation Limited Training/Experience publishing, motion pictures, television	None

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Source: https://www.industrydocuments.ucsf.edu/docs/zyvl0000

Retirement Date	Director	Other Directorships
2001	**R. W. Murray** President and COO Philip Morris Companies Inc. Training/Experience finance, accounting, marketing	Alvin Ailey American Dance Theater - **$358,420** American Museum of Natural History - **$10,000** International Tennis Hall of Fame - **$80,000** Polytechnic University (Trustee) - **$31,000** United Negro College Fund - **$1,051,420**

Retirement Date	Director	Other Directorships
2004	**M. A. Miles** Chairman of the Board & CEO Philip Morris Companies Inc. Training/Experience advertising, marketing, fast food	Business Committee for the Arts, Inc. - **$5,000** The Business Council The Business Roundtable The Chicago Council on Foreign Relations The Conference Board (Trustee) - **$51,000** Grocery Manufacturers of America, Inc. J.L. Kellogg Graduate School of Management - **$1,250** Junior Achievement of Chicago - **$100,000** The Lyric Opera of Chicago - **$146,000** National Multiple Sclerosis Society NYC Chapter - **$61,500** New York Chamber of Commerce and Industry New York City Partnership Inc. - **$87,500** President's Advisory Committee for Trade Policy and Negotiations Sears, Roebuck and Company

Retirement Date	Director	Other Directorships
2006	**R. S. Penske** President Penske Corporation; Chief Executive Officer, Detroit Diesel Corporation and Penske Truck Leasing Corporation Training/Experience transportation, automotive technology, retail sales	American Express Company Conner Peripherals, Inc. Henry Ford Museum & Greenfield Village (Trustee) Shearson Lehman Brothers Holdings, Inc.

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Retirement Date	Director	Other Directorships
2007	**E. E. Bailey, Ph.D.** John C. Howard Professor of Public Policy & Management, The Wharton School of the University of Pennsylvania (Formerly: Dean, Graduate School of Industrial Administration, Carnegie-Mellon University; Vice-Chairman, Civil Aeronautics Board) Training/Experience economics, research, teaching	Brookings Institution College Retirement Equities Fund CSX Corporation Honeywell Inc. National Westminster Bancorp Inc. **(Note: $89,500 contributed to The Wharton School.)**

Retirement Date	Director	Other Directorships
2008	**J. S. Reed** Chairman Citicorp and Citibank, N.A. Training/Experience engineering, finance	Americas Society - **$25,000** Center for the Advanced Study in Behavioral Sciences Corporation of MIT (Member) Memorial Sloan-Kettering Cancer Center (Board of Managers) Monsanto Co. National Bureau of Economic Research, Inc. - **$15,000** (Trustee) Rand Corporation Russell Sage Foundation (Trustee) Spencer Foundation

Retirement Date	Director	Other Directorships
2010	**Stephen M. Wolf** Chairman & CEO UAL Corporation & United Airlines (Formerly President and CEO Tiger International, Inc.; President and CEO Republic Airlines; President and COO Continental Airlines Training/Experience airline industry	Air Transport Association of America Alzheimers Disease and Related Disorders Assoc. - **$1,200** Chicago-Cities in School Chicago Council on Foreign Relations Chicago Symphony Orchestra - **$40,000** The Conference Board (Trustee) - **$51,000** Illinois Dept. of Public Aid Project Chance Rush-Presbyterian-St. Luke's Medical Center Seattle Museum of Flight The Business Roundtable Conagra (Former Director)

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Source: https://www.industrydocuments.ucsf.edu/docs/zyvl0000

Retirement Date	Director	Other Directorships
2013	**J. Evans** Vice President & General Manager Home & Personal Services Division U.S. West Communications, Inc. Training/Experience marketing, direct mail, retailing	Catalyst - **$20,920** Edison Brothers Stores, Inc. Ladies Professional Golf Association Maidenform Inc. (Advisory Board) The Phoenix Heard Museum Women's Forum Young Presidents' Organization

Retirement Date	Director	Other Directorships
2017	**R. D. Parsons** Chairman & CEO The Dimes Savings Bank of New York, FSB Training/Experience law	Federal National Mortgage Association Howard University (Trustee) - **$28,000** Metropolitan Museum of Art (Trustee) - **$792,000** Rockefeller Brothers Fund Time Warner Inc.

Emeritus Directors

Retirement Date	Chairman Emeritus	Other Directorships
Permanent	**J. F. Cullman 3rd** Chairman Emeritus Philip Morris Companies Inc. Training/Experience business, marketing	African Wildlife Foundation American Museum of Natural History (Trustee) - **$10,000** Atlantic Salmon Federation (U.S.) (Chairman) IBM World Trade Europe (Honorary Director) International Tennis Hall of Fame - **$80,000** (Chairman of Executive Committee) Walt Disney Company (Director Emeritus) World Wildlife Fund - The Conservation Foundation (Chairman Executive Committee) - **$62,500**

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